

Strategic Plan Framework
January 27, 2017

Strategic Planning Themes

*Expanding Horizons, Discovering Vocation, Deepening Faith,
Transforming Communities*

Who do we want our students and employees to be?

- 1. Critical and creative thinkers who practice intellectual curiosity and apply knowledge in a variety of settings.*
- 2. Thoughtful individuals who communicate and collaborate effectively within diverse cultures.*
- 3. Spiritually vital people whose lives and identities are grounded in Christ.*
- 4. Faithful individuals offering their passions, intellect and talents to fulfill God's calling on their lives.*

Strategic Planning Foundations

What must the institution do to secure its long-term future?

- A. Continue to adapt our institutional financial model in order to sustain university mission into the future.*
- B. Expand our institutional capacity to monitor legal and political issues and design proactive responses to those issues.*

Expanding Horizons, Discovering Vocation,
Deepening Faith,
Transforming Communities

Critical and creative thinkers who practice intellectual curiosity and apply knowledge in a variety of settings.

Thoughtful individuals who communicate and collaborate effectively within diverse cultures.

Spiritually vital people whose lives and identities are grounded in Christ.

Faithful individuals offering their passions, intellect and talents to fulfill God's calling on their lives.

Foundations:

A. Continue to adapt our institutional financial model in order to sustain university mission into the future.

B. Expand our institutional capacity to monitor legal and political issues and design proactive responses to those issues.

Mission: Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Initial Initiatives and Connections to Academic Plan

Note that this model is intended to be dynamic. As an initiative is completed, additional initiatives in the theme or foundational area will be considered. For each theme and foundational area, we have tentative lists of phase two initiatives. The development of infrastructure and fundraising plans will occur after the preliminary initiatives below are fleshed out.

Strategic Planning Themes

*Expanding Horizons, Discovering Vocation, Deepening Faith,
Transforming Communities*

Who do we want our students and employees to be?

1. *Critical and creative thinkers who practice intellectual curiosity and apply knowledge in a variety of settings.*

Initiative #1

Research and establish a new General Education platform that builds upon the strengths of the PLNU community and ensures that students make the connections we expect for an integrated liberal arts education in the context of a multicultural world. (Academic Plan 2: Develop and Promote Quality Curriculum and Programs, Action B)

Initiative #2

Continue to cultivate a graduate culture that encourages quality scholarly engagement of faculty and students and delivery of appropriate masters and doctoral level programs that are responsive to current contexts and aligned to PLNU's mission. This should include strategic hires and development opportunities for graduate faculty to ensure alignment to graduate level advising, teaching and scholarship expectations. (Academic Plan 2: Develop and Promote Quality Curriculum and Programs, Action C)

Initiative #3

Streamline and centralize the system for awarding internal grants (Wesleyan, RASP, Alumni etc.) (Academic Plan 3: Support for Faculty Scholarship and Teaching, Action D)

Initiative #4

Create a system for helping faculty to plan their career, sustain their scholarly work and find their personal balance between faith, work and life. This includes the formation of a system that connects a faculty member's professional development goals, activities and funds. (Academic Plan 3: Support for Faculty Scholarship and Teaching, Action E)

Already Underway:

Adding a culminating activity, internship or practicum to each degree program.

- As part of program review, departments are being asked to evaluate their culminating experience if they have one or incorporate a culminating experience/practical experience into their curriculum if they do not.

2. *Thoughtful individuals who communicate and collaborate effectively within diverse cultures.*

Initiative #5

Create ways for students and faculty to develop intercultural competence in light of both the ever changing demographic and generational nature of our student population. Note that this planning includes both curricular and co-curricular components. (Academic Plan 1: Develop Intercultural Capacity and Proficiency, Activity A).

3. Spiritually vital people whose lives and identities are grounded in Christ.

Initiative #6

Create opportunities for our students to reflect on the importance of corporate worship. This should leverage chapel experiences, devotions and other current worship activities.

4. Faithful individuals offering their passions, intellect and talents to fulfill God's calling on their lives.

Initiative #7

Develop ways to weave the exploration of calling into classes and programs. We should be modeling the connections between faith, work and life for students. (Academic Plan 4: Develop and Enhance Avenues to Embody Mission and Explore Vocational Call, Activity F).

Strategic Planning Foundations

What must the institution do to secure its long-term future?

A. Continue to adapt our institutional financial model in order to sustain university mission into the future.

Such a model will include:

- Goals for enrollment, retention and graduation rates for undergraduate, adult degree completion and graduate programs
- Strategies for addressing the affordability of a traditional undergraduate education
- Master plan for facilities, equipment, and technology that includes sufficient savings for renewal and replacement
- Fundraising goals to address affordability and institutional sustainability

Initiative #8:

Build model-based targets for current and planned enrollments to meet the financial goals for the next four academic years.

Already Underway:

Build a model for retention that produces a graduation rate of 80% among traditional undergraduates by 2023.

B. Expand our institutional capacity to monitor legal and political issues and design proactive responses to those issues.

Already Underway

Hire corporate council.

Already Underway

Task forces focusing on legal issues related to private faith-based universities in the State of California.

Plan Development Calendar

Month	Task
January	<ul style="list-style-type: none"> • <i>Cabinet 1/17/17</i>: Identify the task teams needed and their specific foci • <i>Cabinet 1/24/17</i>: Identify members of the task teams • Create a charge for each task team – identify a time line (needs to be done by end of April for academic items and May for administrative items?) • Recruit the task teams (can we co-opt members of planning council to help/lead?)
February	<ul style="list-style-type: none"> • Launch the task teams • Provide support materials for teams • Progress report from each team to Cabinet (monthly) <p>NOTE: The creation of facilities, information technology, fundraising, etc. will be created in the second part of plan development. <i>Cabinet 2/7 and 2/28</i></p>
March	<ul style="list-style-type: none"> • Teams work • Monthly status report from teams <p><i>Board Meeting</i></p> <ul style="list-style-type: none"> • <i>Planning Framework review</i> • <i>Describe initiative process and progress</i> <p><i>Cabinet 3/21</i></p>
April	<ul style="list-style-type: none"> • Teams work • Monthly status report from teams (or perhaps every two weeks) • April 29 academic teams reports due <p><i>Cabinet 4/11</i></p>
May Maria at conferences May 27-May 31	<ul style="list-style-type: none"> • Administrative teams finish their work • Reports due May 19 (two weeks after commencement and hopefully before everyone takes off) <p><i>Cabinet 5/2 and 5/23</i> <i>Planning Council 5/3</i></p>
June Maria conference or working in UK June 1-30 GA 6/20-30	<ul style="list-style-type: none"> • Cost the initiatives in the team reports (including Academic Plan items) • Determine the linkages to facilities, technology and fundraising planning.
July Maria in UK July 1-4	<p><i>Cabinet 2 Days the week of July 24-28, 2017</i></p> <ul style="list-style-type: none"> • Identify which initiatives are achievable in terms of resources • Plan a calendar that takes into account cash flow and human resources for initiatives.
August	<p><i>Cabinet August 14-15, 2017</i></p> <p>Have plan document completed and ready to upload for WASC visiting team (8/18). Should include:</p> <ul style="list-style-type: none"> • First round of action items • Timeline (3-5 years?) for all of these action items • Sketch of the key steps for each action item • Cost for each item and an indication of the source of the funding • Person/group responsible for carrying out initiative in the plan